

## **Section II. Information Technology Organization**

### **A. Name of Organization**

Information Resources Management Administration

### **B. Organizational Chart (Attachment C)**

The Information Resources Management Administration (IRMA) is responsible for implementing the guidelines set forth in the State of Maryland Information Technology Master Plan for the Department of Health and Mental Hygiene (DHMH) and operates in conjunction with the Health Information Coordinating Council (HICC). The IRMA is comprised of the following:

#### **Director's Office**

The Director's Office provides direction for DHMH information resources management. This is accomplished through (1) formulating overall DHMH information resources strategy and related policies, procedures and fiscal controls; (2) managing and coordinating the development, implementation and operations of information systems using a variety of computer platforms; (3) planning and managing the DHMH Internet and Intranet development; (4) providing support of information processing goals and objectives; direction and oversight for eGovernment initiatives; (5) providing a full range of hardware and software customer services; and (6) development and implementation of the DHMH local area network (LAN) and wide area network (WAN); and (7) information security and privacy. The Director functions as the DHMH Chief Information Officer.

#### **Information Systems Division**

The Information Systems Division provides applications development support to a growing number of DHMH administrations. The Systems Development Branch provides services such as: designing, developing, integrating, testing and implementing reliable and secure customized systems for the Internet, Intranet and Client-Server environments.

GIS is the newest unit of the Division. It is principally responsible for developing the department's GIS capacity. The unit maintains database servers, application servers and a web server as the primary geographic information source. The unit also develops and maintains the department's spatial data level database and GIS applications as well as providing technical GIS support and training to the department and staff.

In addition, this Division provides system analysis; design and programming support for automated applications installed on the mainframe and midrange computer systems. Some 70 administrative and programmatic systems and more than 4,300 batch and on-line application computer programs covering accounting, human resources, vital records/health statistics and other health related program areas are maintained on the mainframe alone. Electronic transfer of data files to and from DHMH facilities and the Annapolis Data Center are also supported by the division through the use of the attended and unattended communication polling processes.

This Division also includes the Hospital Management Information System (HMIS), which is an integrated network of ten IBM midrange systems supporting 20 State operated Inpatient Facilities. HMIS provides a centralized billing module and distributed admission/discharge/transfer (Census) module at each facility, as well as on-line, real time Pharmacy order entry/dispensing module. On a daily basis, census transactions from each facility are formatted and subsequently transmitted to the central office for processing with

the statewide database used for centralized monthly billing cycles and statewide patient tracking. Strategies for development of an integrated electronic medical record are underway based upon requirements for future fee for service billing and Health Insurance Portability and Accountability Act (HIPAA) compliance.

### **Information Technology Support Division**

The Information Technology Support Division provides comprehensive Information Technology (IT) customer services to all DHMH units. Responsibilities include IT Project Planning, network systems analysis, local and wide area network implementation and support, data communications support, Internet and Intranet access, software, hardware, and equipment purchasing and allocation, technical support of installed hardware/software, PC/printer repairs, virus repairs and equipment transfer/moves. Other responsibilities include departmental microcomputer policies, standards and procedures. Technical support to remote headquarters, facilities and to local health departments is limited to Internet, Intranet and wide area routed frame relay communications and consultation.

The Department of Health and Mental Hygiene Information Coordinating Council (HICC) has developed a plan for infrastructure enhancements for all programs within DHMH and to provide the programs with access to the DHMH network; and to maintain the network.

The ITSD provides information technology support to eGovernment initiatives.

### **Policy, Planning and Administration Division**

The Policy, Planning and Administration Division is responsible for fulfillment of a variety of administrative functions including: IRMA information technology procurements, Internet and Intranet services; distance learning activities; information technology training, and information technology strategic planning and policy development. The Division is responsible for the DHMH Information Technology Master Plan and for Information Technology Project Requests.

The IT Training, Distance Learning and Special Projects branch is tasked with the responsibility of providing information technology training to the employees of the Department, as well as distance learning technology and data eradication services to the DHMH throughout the State.

The Division also is responsible for IRMA's fiscal management, personnel transactions, records management, physical inventory, Managing for Results requirements, telecommunications requests and special projects.

### **Computer Operations Division**

The Computer Operations Division provides a variety of mainframe-based Data Processing customer services to all DHMH units. These services include: data entry, electronic billing, production control and laser/impact printing. This Division also provides operational support to the Hospital Management Information System (HMIS) and both operational and data entry support to the Maryland Women, Infants and Children (WIC) program.

Data Entry, HMIS, Electronic Billing, Production Control/Laser Printing and WIC Operations provide internal/external support services such as reports, billing transmission, key-entry system operation support in an efficient, timely and customer friendly matter. The Computer Operations Division is currently operating a Xerox 4635 and a Xerox Docuprint 96 in the Laser Printing Center, which provides DHMH with appropriate printer backup ability to meet all mainframe printing needs.

## C. Vision/Values Statement

**Vision:** Innovative technology for quality health information and services

**Values:** IRMA's guiding principles are communication, teamwork, career growth and performance.

## D. Mission Statement

**Mission:** IRMA's mission is to coordinate, plan, develop and maintain Department-wide information resources; to provide technological support, information services and electronic communications in a prompt, secure and reliable fashion; to recommend uniform information technology policies, standards and procedures; and to assure access to accurate, timely and complete information in accordance with the DHMH Information Technology Master Plan.

## E. Goals and Objectives

**Goal 1** – Lead the improvement of information management in DHMH through collaboration, sharing and use of information.

**Objective 1.1** – To achieve 100% compliance with identified Health Insurance Portability and Accountability (HIPAA) requirements.

**Strategy** – Facilitate technical, logistical and operational support for HIPAA compliance within DHMH.

**Performance Measure 1.1a** – Measure Departmental HIPAA related workgroup accomplishments in relation to established plan.

### Output Measure:

	<u><b>FY2001</b></u> <u><b>FY2004</b></u>	<u><b>FY2002</b></u>	<u><b>FY2003</b></u>	
% of DHMH staff and partners trained on HIPAA privacy requirements	N/A	3	100	100
% of systems in compliance with HIPAA requirements for standardized 100 transactions		N/A	0	50
% of systems that employ HIPAA code sets	100	N/A	0	50

Compliance with  
HIPAA security  
regulations

50

N/A

0

0

**Goal 2** – Improve the ease of access to and availability of DHMH information.

**Objective 2.1** – By June 30, 2004, 60% of identified information and services will be available online.

**Strategy** – facilitate technical, logistical and operational support for DHMH compliance with the eGovernment initiative.

**Performance Measure 2.1.a** –Measure Departmental eGovernment related workgroup accomplishments in relation to established plan.

**Performance Measure 2.1.b** – Percentage of business services and information provided online.

**Outcome Measure:**  
**FY2004**

**FY2001**

**FY2002**

**FY2003**

% of information and  
services available online

N/A

50

65

80

**Goal 3** – Provide responsive and reliable computer operation services to DHMH

**Objective 3.1** – **During** FY2004, 98% of service requests received will be completed within standard service agreement time frames.

**Strategy** – Staff will adhere to service agreement parameters for work completion.

**Performance Measure 3.1a** – Time period for completion of service requests.

**Output Measure:**

**FY2004**

**FY2001**

**FY2002**

**FY2003**

Production log  
12

12  
12

12

**Outcome Measures:**

**FY2004**

**FY2001**

**FY2002**

**FY2003**

Service requests

completed within	95	98	98
established time frames (%)	98		

**Goal 4** – Meet Department requirements for network infrastructure.

**Objective 4.1** - By June 30, 2004, the Wide Area Network (WAN) and the Internet will provide sufficient bandwidth to operate with 99% reliability within available resources.

**Strategy** – Continued training of information technology support staff to improve technical knowledge, skills and abilities.

**Strategy** – Procure hardware, software and services to maintain the infrastructure and network reliability.

**Performance Measure 4.1.a** – Percentage of network reliability during business hours.

**Output Measures:**

	<u><b>FY2003</b></u>	<u><b>FY2004</b></u>	<u><b>FY2001</b></u>	<u><b>FY2002</b></u>
Wide Area Network locations		60	81	90
		109		
Wide Area Network Bandwidth			56K	1.54Mb.
	1.54Mb.			1.54Mb.
Internet Bandwidth		1.54Mb.	10Mb.	10Mb.
			10Mb.	10Mb.

**Outcome Measures:**

Network Reliability (%)	95	99	99
	99		

**Goal 5** IRMA information technology procurements will be completed on time and within budget

**Objective 5.1** During FY 2004, 100% of information technology contracts will be completed within specified time periods and budget allowances.

**Strategy:** Verify all invoices and track all payments within 10 working days to avoid overages.

**Strategy:** Initiate quarterly status report forms to monitor contracts.

**Performance Measure 5.1.1.** Number and percentage of IRMA information technology contracts that are completed on time and within budget.

**Output:** Number of information technology contracts completed on time and within budget.

<b>FY2001</b>	<b>FY2002</b>	<b>FY2003</b>	<b>FY2004</b>
19	20	22	25

**Outcome:** Percentage of information technology contracts that meet contract specifications

<b>FY2001</b>	<b>FY2002</b>	<b>FY2003</b>	<b>FY2004</b>
90	90	92	100

### **Health Information Coordinating Council**

The purpose of the Health Information Coordinating Council (HICC) is to serve as a permanent, senior-level, decision-making and implementation body for carrying out the Department's information resources management responsibilities. As a department-wide partnership of all stakeholders, the HICC provides recommendations on essential components of information resources management programs and policies to the Director of the Department's Information Resources Management Administration.

The executive leadership of the DHMH, through the Maryland Health Information Coordinating Council will ensure that the Department's investments in information resources are managed efficiently in support of the DHMH mission. In this, the HICC acts under the Secretary's charter of responsibility to make recommendations for information technology planning, budgeting, contracting, information resources management policies and standards, and access to and appropriate use of public health data.

The HICC represents all DHMH organizations and local health department partners through senior memberships. The HICC accomplishes its mission through workgroups which include non-members, on an ad-hoc or standing basis. The workgroups focus on broad or technical areas and produce plans, reports, recommendations, guidelines, and policies. HICC workgroups include the following areas:

- Security and Confidentiality
- Strategic Planning
- Communication and Learning
- Hospital Management Information Systems
- Geographic Information Systems
- Health Insurance Portability and Accountability Act (HIPAA)
- Electronic Forms

The Executive Board of the HICC is comprised of the Secretary, Deputy Secretaries, select senior executive staff, and the co-chairs of the HICC. Recommendations and unresolved

issues are presented to the Executive Board for review, comment and guidance.

The HICC provides the Department with an appropriate forum to conduct discussions, review and endorse policies, increase awareness and support for information resources management issues, and receive recommendations from senior managers regarding critical technology issues facing the Department, the State, local partners and the public at large.

Effective information resources management (IRM) is essential to achieving the DHMH mission to fulfill public health goals and serve the citizens of Maryland. Emphasis is placed on critical Department-wide issues that support projects and services delivered at the program level. Strategic IRM directions focus activities that will successfully achieve IRM goals and position the Department for the future.

DHMH's success in its mission requires ready access to data, both by the Department's staff and by others. Having sound information policies and practices, and efficient, responsive information systems is a key priority of DHMH's senior management team. The Department is committed to gathering and analyzing the data needed to evaluate health risks and trends, measure health program results, and educate individuals throughout the State, make policy decisions, and implement interventions to effect change. DHMH is also committed to promoting and supporting innovative technical solutions to health information problems. A sound IRM program is critical to the Department's ability to provide objective, reliable, and understandable information for these purposes.

DHMH, in order to optimize the limited resources available, promotes the sharing of best practices among its units; as well as, information about emerging innovative technologies. The Department structures horizontal committees and teams that utilize resources from all units. This will result in joint ventures which benefit all participants and the State of Maryland.

The implementation of new or updated technologies include training and end-use support, an evaluation of the project, and transition costs or benefits. These elements are collected and compared to the original benefits of the business process investigation to present to the administration for future planning and management.

The following information technology goals and objectives have been identified for the HICC:

## **Goals**

- 1. To provide quality information resources to improve services to our internal and external customers.**

### **Objectives**

- 1.1 Standardize the systems development process.
  - Continue development, implementation and review of information technology policies and standards that support the DHMH mission and that meet state standards through FY 2005.
  - Continue participation in statewide information technology committees to assure DHMH consistency with statewide IT policies and procedures.

- 2. To ensure security of information resources.**

### **Objectives**

- 2.1 To promote secure information resources.
- Establish an appropriate department-wide set of information and physical security standards, including disaster recovery and contingency plans by FY 2004.
  - Maintain a secure and reliable internet service environment.
  - Assure that all DHMH units continue to utilize DHMH centralized firewalls.
- 2.2 Develop and implement a plan to comply with the rules and regulations issued by the federal Department of Health and Human Services to implement the Health Insurance Portability and Accountability Act (HIPAA) of 1996, when issued.
- Develop security training materials.
  - Provide guidance to department units as they implement the HIPAA security guidelines.
- 2.3 Encourage all units to expand their eGovernment efforts so that DHMH remains compliant with the stated goals of the multi-year eGovernment initiative.
- Identify and maintain an eGovernment inventory of all information and services provided by DHMH.
  - Web enable 65% or more of the business processes and information identified in the inventory by the end of calendar year 2003.
  - Web enable 80% or more of the business processes and information identified in the inventory by calendar year 2004.
- 2.4 Continue the process of secure, reliable disposal of obsolete media containing sensitive data.
- 2.5 Establish a DHMH back-up data center by FY 2006.

**3. To promote internal and external integration of information by improving access to and appropriate sharing of the Department's electronic information.**

**Objectives**

- 3.1 Complete an intranet-based system directory.
- 3.2 Develop minimum data standards for the department.

- 3.3        Develop and institute policies and procedure for warehousing and mining of data by FY 2005.
- 3.4        Establish a central data repository to support department-wide data sharing by FY 2006.
- 3.5        Maintain external connectivity to DHMH data systems to support teleworking and access to electronic data.
- 3.6        Assure that appropriate data is accessible over the Internet.

#### **4. To build a sound technological infrastructure.**

##### **Objectives**

- 4.1        Expand electronic communications with internal and external customers.
- 4.2        Provide the communication infrastructure to support telework initiatives as mandated by the State.
- 4.3        Continue to improve the reliability of the information technology infrastructure to assure 98% availability in a 24 by 7 environment.
- 4.4        DHMH will have in place video-conferencing capabilities in 50% of counties by FY 2004.
- 4.5        DHMH will have satellite downlink capabilities in one third of the counties by FY 2004.

#### **5. To build a technologically proficient workforce.**

##### **Objectives**

- 5.1        Continue to provide all employees with access to training via the Internet.
  - Continue to publish a department-wide information technology training schedule.
  - Continue to promote the awareness and availability of in-house training opportunities.

5.2 Provide employees with up to date information technology resources.

- Maintain annual minimum software standards pursuant to State standards.
- Provide information annually on minimum hardware standards based on State standards.